

Information Alert

Inside this issue:

Highlight Documents	1
U.S.-Pakistan Relations	2
Democracy and Global Issues	2
International Security	6
Economic Security and Trade	8
U.S. Society and Values	10
Video Alert	11
Book Alert	12

What's New

Membership Offer

Collaborating with the U.S. Embassy in Islamabad, the Lincoln Reading Lounge (LRL) is a state of the art resource center at the National Library of Pakistan. The LRL provides a space for people to access information on a variety of topics, including the America, through a variety of print and electronic resources. LRL membership is open to all. Members may use books, magazines, videos, computers, and Internet. Contact the LRL Coordinator at lrllounge@gamil.com or 0092-51-9206436 Ext. 241 for membership forms and related questions.

ARTICLE ALERT

3-1/H

EDUCATING WOMEN AND GIRLS

eJournal USA, Department of State, June 2011

<http://iipdigital.usembassy.gov>

“Education is crucial to a country’s economic and social development. Research by the U.S. Agency for International Development (USAID) shows that each year of schooling increases an individual’s economic output by 4 to 7 percent. Educating women and girls, in particular, yields profound social and economic benefits. Studies demonstrate that educating women and girls leads to lower infant and child mortality rates, lower maternal mortality rates, better educated children and increased participation by women in the workforce. Yet despite these benefits, in many countries females receive less schooling than males.”



3-2/H

YOUTH ENTREPRENEURSHIP

eJournal USA, Department of State, May 2011

<http://iipdigital.usembassy.gov>

Many young people around the world share the belief that entrepreneurship is the most effective and exciting vehicle for realizing their dreams and ideas. Entrepreneurship gives young people an opportunity to better their own lives and those of their families. This publication discusses many of the opportunities and challenges of being an entrepreneur today. It also discusses — and debunks — persistent myths about entrepreneurship.



U.S.— PAKISTAN RELATIONS

3-3/UP

FIVE QUESTIONS ON PAKISTAN: Can The US-Pakistan Relationship Be Salvaged?

By Grace Wyler

Business Insider Politix, June 6, 2011.

<http://www.businessinsider.com>

Business Insider Politix checks in with Pakistan expert Daniel Markey, a senior fellow for India, Pakistan and South Asia at the Council on Foreign Relations, to learn more about how the U.S. is dealing with its problems in Pakistan, including the ubiquitous nuclear threat.

3-4/UP

BEYOND BULLETS AND BOMBS: Fixing the U.S. Approach to Development in Pakistan

By Nancy Birdsall and others.

Center for Global Development, Study Group on a U.S. Development Strategy in Pakistan, June 2011.

The U.S.-Pakistan relationship is without a doubt one of the most complex bilateral relationships in the world. As this report is finalized, the continuing fallout from the killing of Osama bin Laden in a Pakistani garrison town has prompted a reassessment of all facets of this uneasy alliance, both in Islamabad and in Washington. In this report, authors address in detail one piece of the puzzle: the aid, trade, and investment policies that constitute America's plan to support Pakistan's development.

3-5/UP

THE BATTLE FOR PAKISTAN - Pakistani military's use of extremists to target India has backfired

By Bruce Riedel

YalGlobal Online, June 2, 2011.

<http://yaleglobal.yale.edu/>

Pakistan's conflicting policy of fighting Al Qaeda while supporting Islamist militants against India has boomeranged spectacularly. The author discounts the notion that Pakistan is a failed state. It is a state under siege by the very radicals nurtured by elements of Pakistani military for launching attacks against rival India. Since the death of Osama bin Laden, the Pakistani military has fended off verbal attacks from the

US and lethal ones from Al Qaeda. The extremism now hits close to home as the jihadists with ambition to take control of Pakistan and its nuclear weapons turn on their handlers. Negotiating swift end to Indian-Pakistani conflict would allow the Pakistani military to focus on eliminating an enemy that corrupts and divides the country from within, Riedel concludes.

3-6/UP

WASHINGTON'S PHANTOM WAR: The Effects of the U.S. Drone Program in Pakistan

BY Peter Bergen and Katherine Tiedemann

Foreign Affairs, Vol. 90, No. 4, July/Aug 2011, pp. 12-18.

Drone strikes were successful in killing high-level leaders of the Taliban and al Qaeda. But few are. On average, only one out of every seven US drone attacks in Pakistan kills a militant leader. The majority of those killed in such strikes are not important insurgent commanders but rather low-level fighters, together with a small number of civilians. As the pace of the drone strikes has increased, so, too, has their accuracy. So far, the US has paid too little attention to how the strikes are seen in Pakistan. There are a number of steps Washington could take to make the drone strikes more palatable to Pakistanis concerned about civilian casualties and violations of their country's sovereignty. To begin with, the US should make the program more of an operational partnership with Pakistan. Additionally, US and Pakistani officials should be more forthcoming about the program's existence. A more transparent drone-strike program would increase accountability, in particular regarding civilian casualties.

DEMOCRACY AND GLOBAL ISSUES

3-7/DGI

DO MEGA SPORTING EVENTS PROMOTE INTERNATIONAL TRADE?

By Andrew Rose and Mark Spiegel

SAIS Review of International Affairs, Vol. 31, No. 1, Winter-Spring 2011, pp. 17-29.

The authors write that hosting large sporting events, such as the Olympic Games or the World Cup, allows countries to signal their desire to participate on the world stage. Rose and Spiegel, with the University of California at Berkeley and the Federal Reserve Bank of

San Francisco, respectively, note that proponents of major sporting events point to tangible benefits of doing so, such as increased trade. However, their studies suggest that the economic benefit associated with mega sporting events seldom justifies the considerable expense of building infrastructure that has a peak usage of only a few weeks. While hosting games does boost trade, the authors believe the primary benefit to hosting a sporting event is a greater openness to the outside world and an increase in international standing. They note that unsuccessful bidders for the Olympic Games experience the same increase in reputation and a boost in trade, at a substantially lower cost.

3-8/DGI

CORRUPTION REDUCTION: A Foreign Policy Goal and Instrument

By Amitai Etzioni

Harvard International Review, Vol. 32, No. 4, Winter 2011, pp. 22-27.

Curbing corruption is granted much importance these days because the US has shifted its strategy in Iraq, and even more so in Afghanistan, from a traditional military posture to counterinsurgency, in which winning the hearts and minds of the population is essential for victory. Such a shift in the population's loyalties is, in turn, thought to require developing a native partner government that is both legitimate and effective. Curbing corruption is considered to be an important element in developing such a government. While the idea of eradicating corruption in a society makes for an attractive op-ed headline, the goal of eliminating it altogether is not sociologically viable.

3-9/DGI

THE GOOD AUTOCRAT

By Robert D. Kaplan

The National Interest, No. 114, July/August 2011, pp. 51-58.

The article explores whether or not certain autocratic governments can be considered effective and ethical, with the author using the Arab and Asian worlds as examples. The ways in which various Middle Eastern monarchies have brought about legitimate governments through the extension of individual liberties are explained. The importance of Confucianism to the development of Asian autocracy is highlighted as well.

3-10/DGI

GOOGLE'S LOSS: The Public's Gain

By Robert Darnton

New York Review of Books, Vol. 58, No. 7, April 28, 2011, pp.

The seven years since Google launched its Google Book Search Project -- to digitalize all books that have ever been printed -- have been marked with a series of lawsuits for violation of copyright. Google has proposed settlements, but a recent court decision rejected their viability. This article explores where Google went wrong and what is right about such a project that would make literature more widely available. Darnton advocates using the lessons learned to create a digital public library that would offer access while giving copyright holders their due.

3-11/DGI

GLOBALIZATION, DEMOCRACY, AND THE PUBLIC SECTOR IN ASIA

By Dae Jin Yi.

Asian Survey, Vol. 51, No. 3, May/June 2011, pp. 472-497.

In this era of globalization, does democracy in Asia have a mediating impact on a country's public sector? As the first empirical analysis focused solely on Asian countries, this paper finds that, in general, democracies are associated with a larger government. In particular, democracies more exposed to the global trade have larger public economies. This is not the case, however, in democracies more dependent on foreign direct investment.

3-12/DGI

EXTREME PRODUCTIVITY

By Robert C. Pozen

Harvard Business Review, May 2011.

A veteran top executive at two giant mutual fund companies, the author has also been an attorney, a government official, a law school professor, and a business school professor-sometimes simultaneously. Over the years, he has devised a number of principles and practices to maximize his personal productivity without sacrificing his health or family life. In this article he presents six of them. Know your comparative advantage. Focus not on what you do best but on what your organization most needs from you-and don't spend too much time on operational details. It's not the time you spend but the results you produce.

3-13/DGI

HOW GAMES COULD SAVE THE WORLD

By Tim Sullivan

Harvard Business Review, Vol. 89, No. 6, June 2011, pp. 134-135.

The article focuses on social gaming and the use of online collaborative play to bring about social change. Raph Koster, vice president of creative design at online game provider Playdom, said that social games are good at harnessing gift giving and reciprocity which helps build social bonds. Jane McGonigal, author of "Reality is Broken," suggests that games help make people better at problem solving and more collaborative, while social game interfaces provide people with platforms that could be useful for solving social problems. It comments on the use of trial-and-error methods to work on social and economic problems such as global poverty.

3-14/DGI

THE LIMITS OF UNIVERSALISM IN ISLAMIC THOUGHT: The Case of Indian Religions

By Carl W Ernst

The Muslim World, Vol. 101, No. 1, January 2011, pp. 1-19.

Ernst gauges the extent to which certain Muslim writers were drawn to apply universalist understandings to the religions of India. While classical Islamic theology, on the basis of Qur'anic texts, explicitly recognizes only Jews and Christians as "peoples of the book," the extension of this category of recognized religious groups to other traditions was and is in practice a matter of negotiation in local contexts, requiring the use of analogy with Jews and Christians, or other forms of argumentation. Muslim rulers in India had to face the fact that they were a minority in charge of a vast non-Muslim majority, and on the political level they generally dealt with the situation realistically.

3-15/DGI

LOOKING TO THE SKY: Monitoring Human Rights through Remote Sensing

By Scott Edwards and Christoph Koettl

Harvard International Review, Vol. 32, No. 4, Winter 2011, pp. 66-71.

The effectiveness of human rights monitors in the context of complex emergencies is limited by two re-

current challenges. First, observers often struggle to gain access to active conflict zones. Second, the evidence collected is typically dominated by anecdotal narratives and eyewitness accounts that give powerful snapshots of emerging or past human rights violations. When violence escalated in June 2010 in southern Kyrgyzstan, a worldwide audience received a glimpse of the violence through pictures and news stories of burning homes and fleeing women and children. Likewise, human rights NGOs or international monitors charged with the observation of armed conflict face similar limitations on their "field of vision." The experience of human rights NGOs in documentation of conflicts such as those in Darfur and Sri Lanka and the associated violations of international law are representative of the expanding range of actors of consequence in the course of violent conflict.

3-16/DGI

MORE THAN 1 BILLION PEOPLE ARE HUNGRY IN THE WORLD

By Abhijit Banerjee and Esther Duflo

Foreign Policy, No. 186, May/Jun 2011, pp. 66-73.

For many in the West, poverty is almost synonymous with hunger. Indeed, the announcement by the United Nations Food and Agriculture Organization in 2009 that more than 1 billion people are suffering from hunger grabbed headlines in a way that any number of World Bank estimates of how many poor people live on less than a dollar a day never did. But unfortunately, this is not always the world as the experts view it. All too many of them still promote sweeping, ideological solutions to problems that defy one-size-fits-all answers, arguing over foreign aid, for example, while the facts on the ground bear little resemblance to the fierce policy battles they wage. Economists William Easterly and Dambisa Moyo argue that aid does more bad than good. It prevents people from searching for their own solutions, while corrupting and undermining local institutions and creating a self-perpetuating lobby of aid agencies.

3-17/DGI

THE NEW GEOPOLITICS OF FOOD

By Lester R Brown

Foreign Policy, No. 186, May/Jun 2011, pp. 54-62.

In the US, when world wheat prices rise by 75%, as they have over the last year, it means the difference between a \$2 loaf of bread and a loaf costing maybe \$2.10. If, however, you live in New Delhi, those sky-

rocketing costs really matter. Welcome to the new food economics of 2011: Prices are climbing, but the impact is not at all being felt equally. For Americans, who spend less than one-tenth of their income in the supermarket, the soaring food prices people have seen so far this year are an annoyance, not a calamity. But for the planet's poorest 2 billion people, who spend 50%-70% of their income on food, these soaring prices may mean going from two meals a day to one. That's why the food crisis of 2011 is for real, and why it may bring with it yet more bread riots cum political revolutions.

3-18/DGI

PEACEPLAYERS INTERNATIONAL: A Case Study on the Use of Sport as a Tool for Conflict Transformation

By Brendan Tuohey and Brian Cognato

Searcher, Vol. 31, No. 1, Winter-Spring 2011, pp. 51-63.

The authors, both with PeacePlayers International (PPI), describe their organization's approach to conflict transformation. PPI, which was founded in 2001, has helped over 50,000 young people overcome deep ethnic, religious or social divides in their communities through basketball. The authors have identified four key program components as integral to its success: local leadership; a balance between educational and sports content in programming; maintaining frequent, long-term contact; and structures for external leadership development. Over time, children can develop the shared histories that support true friendship, creating lasting relationships in the service of inter-communal reconciliation.

3-19/DGI

TECHNOLOGY'S ROLE IN REVOLUTION:

Internet Freedom and Political Oppression

By Evgeny Morozov and Rick Docksai

The Futurist, Vol. 45, No. 4, July/Aug 2011, pp. 18-21.

The only place where the West is still unabashedly eager to promote democracy is in cyberspace. Enthusiastic belief in the liberating power of technology, accompanied by the irresistible urge to enlist Silicon Valley start-ups in the global fight for freedom, is of growing appeal to many policy makers. One shouldn't give the Internet too much credit, however, and one should probably give it credit for some of the negative things that are happening. The idea that the Internet favors

the oppressed rather than the oppressor is marred by what the author calls cyber-utopianism: a naive belief in the emancipatory nature of online communication that rests on a stubborn refusal to acknowledge its downside. Policy makers need to abandon both cyber-utopianism and Internet-centrism, if only for the lack of accomplishment. Cyber-realists would focus on optimizing their own decision-making and learning processes, hoping that the right mix of bureaucratic checks and balances would identify wicked problems before they are misdiagnosed as tame ones.

3-20/DGI

THINK AGAIN: Dictators

By Graeme Robertson

Foreign Policy, No. 186, May/Jun 2011, pp. 36-39.

In the first months after the Arab revolutions began, the world's televisions were filled with instantly iconic images of a crumbling old order: the Ben Ali clan's seaside villa on fire in Tunisia, Hosni Mubarak's stilted pre-resignation speeches in Egypt, Muammar al-Qaddafi's rambling, defiant diatribes from a bombed-out house in Libya. They were a reminder that one of the most enduring political archetypes of the 20th century, the ruthless dictator had persisted into the 21st. But invoking such tyrants, while a useful shorthand in international politics, unfortunately reinforces a troublesome myth: that dictatorships are really only about dictators. Performing the basic tasks expected of even a despotic government requires the cooperation of a whole range of players: businessmen, bureaucrats, leaders of labor unions and political parties, and, of course, specialists in coercion like the military and security forces. The lesson of Tunisia and Egypt is that dictators sometimes fail despite, not because of, American help.

3-21/DGI

TWEETING TOWARD FREEDOM?

Wilson Quarterly, Vol. 35, No. 2, Spring 2011, pp. 64-66.

The article discusses the role of social media tools like Facebook and Twitter in political revolutions and movements such as the Egyptian uprising in 2011 which eventually led to the resignation of former Egyptian President Hosni Mubarak. The author discusses differences between political and social activism through the use of Internet tools with physical social activism. The perspectives of various experts are pre-

sented, including those of journalist Malcolm Gladwell and professor Clay Shirky.

3-22/DGI

THE ULTIMATE ALLY

By Michael Oren

Foreign Policy, No. 186, May/Jun 2011, pp. 44-52.

On an ideological level, an American ally is a country that shares America's values, reflects its founding spirit, and resonates with its peoples beliefs. Tactically, an ally stands with the US through multiple conflicts and promotes its global vision. Few countries fit this description, but Israel is certainly one of them. As US President Barack Obama told a White House gathering, the US has no better friend in the world than Israel, a statement reflecting the positions of Democrats and Republicans alike. The importance of the US-Israel alliance has been upheld by successive American administrations and consistently endorsed by lawmakers and military leaders. It should be unimpeachable. But for some it is not. In spite of the overwhelming advantages of the US-Israel alliance, the realists still insist that it stokes Muslim rage and renders Americans more vulnerable to terrorism.

INTERNATIONAL SECURITY

3-23/IS

AFTER BIN LADEN

By Michael Rubin

Commentary, Vol. 131, No. 6, June 2011, pp. 13-17.

For those who defined the primary goal of the past decade's harrowing battle against terrorism narrowly as the manhunt for bin Laden or, a bit more broadly, as a fight against al-Qaeda, bin Laden's death not only meant that justice had been done and the United States had succeeded in securing an important national goal. If only the United States removed American troops from Iraq and Afghanistan, brought the American navy home from the Persian Gulf, and joined Islamic countries in demanding an end to Israel's presence on land claimed by Palestinians and India's presence on land claimed by Pakistan, then anti-Western terrorism would end, his argument goes.

3-24/IS

AFGHANISTAN: America's War of Perception

By Ann Marlowe

Policy Review, No. 167, June/July 2011, pp. 19-35.

Counterinsurgency theory, or coin, represents the extension to warfare of the same validation of the "eye of the beholder" that has characterized the arts and even aspects of the social sciences in the 20th century. While stern measures, such as curfew, prohibition of assembly, limitations of movement, heavy fines, forced labor, and the taking of hostages, may be necessary in the face of a hostile population, these measure must be applied so as to induce the local inhabitants to work with the occupying forces.

3-25/IS

THE ART OF DECLINING POLITELY:

Obama's Prudent Presidency and the Waning of American Power

By Adam Quinn

International Affairs, Volume 87, Issue 4, July 2011, pp. 803-824.

Predictions of 'American decline' have come and gone before, apparently in cycles, leading some to regard it as a cultural trope stemming from domestic insecurities rather than a serious prospect. There is reason to believe, however, that this time is different. Fundamental erosion of the United States' decades-long primacy may finally be at hand, and wise analysis should resist the temptations of contrarianism or denial. Critics of 'declinism' have offered important caveats with which we should qualify any overly simplistic or deterministic portrait of America's trajectory from hegemon to lesser status. This article gives such qualifications due weight while nevertheless seeking to steer our gaze back towards the core truth at the heart of the declinist thesis. That is: unless something very significant changes to jolt the course of events onto a different track, the relative power of the United States—measured in terms of its advantage over others in economic and military capacity—will be shrinking significantly over the decades to come.

3-26/IS

ENDING AL-QAEDA

By Carl Ciovacco and others.

American Interest, July/August 2001, pp. 13-20.

"If the U.S. government can organize itself to devise and propagate the right message, from the right

voices, to the Islamic and Arab worlds, while at the same time diminishing al-Qaeda's voice in cyberspace, then there is a good chance we can end al-Qaeda's recruiting success. As things stand today, voices for moderation and non-violence are still being drowned out by the overwhelmingly larger number of militant voices in cyberspace and elsewhere. We need to remind ourselves that al-Qaeda and its affiliates represent a minority within a minority within a minority in the Islamic world."

3-27/IS

GETTING THE MILITARY OUT OF PAKISTANI POLITICS: How the Army Undermines Democracy

By Aqil Shah

Foreign Affairs, Vol. 90, No. 3, May/June 2011, pp. 69-82.

The US has a major stake in Pakistan's stability, given the country's central role in the US-led effort to, in US President Barack Obama's words, "disrupt, dismantle, and defeat" al Qaeda; its war-prone rivalry with India over Kashmir; and its nuclear arsenal. As a result, US policy toward Pakistan has been dominated by concerns for its stability -- providing the reasoning for Washington's backing of the Pakistani military's frequent interventions in domestic politics -- at the expense of its democratic institutions. But as the recent eruption of protests in the Middle East against US-backed tyrants has shown, authoritarian stability is not always a winning bet. Despite US efforts to promote it, stability is hardly Pakistan's distinguishing feature. With all the resources in the world, the Pakistani military alone would be insufficient to conquer terrorism. The other critical obstacle to democratization and stability in Pakistan is the country's weak economic performance. Pakistan urgently needs support from the international community to help stabilize its civilian democratic institutions and bolster its economy.

3-28/IS

PAKISTAN'S SECURITY-GOVERNANCE CHALLENGE

By C Christine Fair

Current History, Vol. 110, No. 735, April 2011, pp. 136-142.

Pakistan not only lacks security but also suffers severe deficiencies in governance capacity. Because Pakistanis are denied a voice in the future of their state, and seem ever more vulnerable to natural disasters as well as to

criminal and terrorist activities, the notion of security governance could hardly be a more pressing issue for the country, its citizenry, and the international community.

3-29/IS

RECALIBRATING HOMELAND SECURITY: Mobilizing American Society to Prepare for Disaster

By Stephen Flynn

Foreign Affairs, Vol. 90, No. 3, May/June 2011, pp. 130-141.

The US has made a mess of homeland security. This is hardly surprising. The policymakers responsible for developing homeland security policy in the wake of Sep 11, 2001, did so under extraordinary conditions and with few guideposts. Pres Barack Obama has largely continued his predecessor's policies, and congressional oversight has been haphazard. As a result, nearly a decade after al Qaeda struck the World Trade Center and the Pentagon, Washington still lacks a coherent strategy for harnessing the nation's best assets for managing risks to the homeland -- civil society and the private sector. Coping with terrorism requires localized, open, and inclusive engagement of civil society. But the US government has neither adequately informed nor empowered civilians to play a meaningful role in defending the country. To improve the nation's capacity to manage dangers, federal agencies must avoid alienating the very people they are responsible for protecting.

3-30/IS

STRATEGIC LATENCY AND WORLD ORDER

By Zachary Davis

ORBIS, Vol. 55, No. 1, Winter 2011, pp. 69-84.

The author, Senior Fellow at the Center for Global Security Research at Lawrence Livermore National Laboratory, writes that technological progress occurs unevenly and in an unpredictable fashion, with the potential of many discoveries remaining unappreciated for decades or longer. This also holds true for technologies which could confer military or economic advantage, but which remain untapped, a condition he terms "strategic latency". Davis notes that this is not necessarily due to inattention, but also to restraint, as in the case of nuclear, chemical or biological weapons, in which only a few nations have chosen to move from a civilian or research stage to a weapons pro-

gram. Space and geo-engineering are also examples of fields that have not been exploited in a widespread manner for military purposes.

3-31/IS

THINK AGAIN: FAILED STATES

By James Traub

Foreign Policy, No. 187, Jul/Aug 2011, pp. 51-54.

Some state failure poses a real danger to the US and the West, and some does not. Consider the Democratic Republic of the Congo, where some 5 million or more people have died in the wars that have convulsed the country since the mid-1990s. The only consequence to Americans is that the cost of coltan, a material mined in Congo and used in cell phones, has been extremely volatile. It's hard to think of anything else. Even the role of failed states in global terrorism may have been overstated. Terrorism is only a problem in failed states with significant Muslim populations -- admittedly, 13 of the top 20 in this year's Failed States Index. But the correlation between failure and global menace is weaker than you think. Maybe a new kind of failing-states policy can be formulated, one to help the deserving states, those that can be helped, and minimize the harm from the others.

3-32/IS

THE TOP 20 (PLUS 5) TECHNOLOGIES FOR THE WORLD AHEAD

By James H Irvine and Sandra Schwarzbach

The Futurist, Vol. 45, No. 3, May/Jun 2011, pp. 16-24.

About 10 years ago, we at the Naval Air Warfare Center in Southern California set out to determine how emerging technologies might change armed conflict over the next 25 to 50 years. This article selected 200 new technological applications, projecting out their growth and how they might influence future military strategy and warfare. These innovations include: 1. computer technology, 2. ubiquitous computing, 3. human language interface for computers, 4. machine vision, 5. robot technology, 6. telecommunications revolution, 7. fullerene chemistry, 8. multi-level coding system in DNA, 9. biotech analysis instrumentation, and 10. human biogenetic-chemical computer model. As the technology areas covered in level, will require recognition that specialized knowledge is necessary and that all classes serve useful functions and are needed for society to operate properly. Technological progress alone is relatively slow at driving social

change. However, the near future will see society change markedly as a result of new emerging technology and demography.

ECONOMIC SECURITY

3-33/ES

ARE YOU A COLLABORATIVE LEADER?

By Herminia Ibarra and Morten T. Hansen

Harvard Business Review, Vol. 89, No. 7/8, July/August 2011, pp. 68-74..

Social media and technologies have put connectivity on steroids and made collaboration more integral to business than ever. But without the right leadership, collaboration can go astray. Employees who try to collaborate on everything may wind up stuck in endless meetings, struggling to reach agreement. On the other side of the coin, executives who came of age during the heyday of "command and control" management can have trouble adjusting their style to fit the new realities. In their research on top-performing CEOs, Instead authors have examined what it takes to be a collaborative leader. They've found that it requires connecting people and ideas outside an organization to those inside it, leveraging diverse talent, modeling collaborative behavior at the top, and showing a strong hand to keep teams from getting mired in debate. In this article, they describe tactics that executives from Akamai, GE, Reckitt Benckiser, and other firms use in those four areas and how they foster high-performance collaborative cultures in their organizations.

3-34/ES

DANGER FALLING TYRANTS

By Jeffrey Goldberg

The Atlantic Monthly, Vol. 307, No. 5, June 2011, pp. 46-53.

During the reign of the now-deposed president, the debauched kleptocrat Zine el-Abidine Ben Ali? whose capitulation in January in the face of furious street protests triggered uprisings across the Arab world? the employees of the Librairie al Kitab kept a weather eye on the secret police. Also: a number of books iUminating the transgressions of various other Arab dictators, and two books on the pitiable life and ghastly death of the Tunisian fruit- andvegetable seller Mo-

hamed Bouazizi, whose self-immolation, provoked by unending privation and the intolerable humiliation of a policewoman's face-slapping assault set off the revolution.

3-35/ES

GLOBAL MEGACRISIS: Four Scenarios, Two Perspectives

By William E Halal and Michael Marien

The Futurist, Vol. 45, No. 3, May/Jun 2011, pp. 26-33.

Killer pandemics, financial meltdowns, runaway global warming, environmental decay, nuclear war, cyberdisasters: These catastrophes are becoming increasingly routine headlines. The Global MegaCrisis cuts across all sectors in an era of multiple transformations. The Iraq War demonstrated the limits of US military power, and the 2008 global financial crisis highlighted the limits of deregulated markets. The MegaCrisis, simply defined, is a global environmental and economic collapse or near collapse, along with attendant problems of rising prices, mass protests, widespread psychic stress, and lawlessness. Despite the enormity of the challenges, there is reason for hope. Advanced IT, along with the rise of green technologies and other new industries, will help spur an economic upcycle starting about 2015, and it is likely that the Global MegaCrisis will be largely resolved by 2020.

3-36/ES

THE IMPACT OF GLOBALIZATION ON INCOME AND EMPLOYMENT: The Downside of Integrating Markets

By Michael Spence

Foreign Affairs, Vol. 90, No. 4, July/August 2011, pp. 28-44.

Globalization is the process by which markets integrate worldwide. Over the past 60 years, it has accelerated steadily as new technologies and management expertise have reduced transportation and transaction costs and as tariffs and other man-made barriers to international trade have been lowered. The impact has been stunning. Until about a decade ago, the effects of globalization on the distribution of wealth and jobs were largely benign. But as the developing countries became larger and richer, their economic structures changed in response to the forces of comparative advantage: they moved up the value-added chain. The challenge for the US economy will be to find a place in the rapidly evolving global economy that retains its

dynamism and openness while providing all Americans with rewarding employment opportunities and a reasonable degree of equity. As the issue becomes more pressing, ideology and orthodoxy must be set aside, and creativity, flexibility, and pragmatism must be encouraged.

3-37/ES

INVESTING IN GROWTH

By Serkan Arslanalp and others.

Finance & Development, Vol. 48, No. 1, April 2011.

<http://www.imf.org/external/pubs/ft/fandd/2011/03/Arslanalp.htm>

The authors, all with the International Monetary Fund, write that policymakers in developing countries point to the lack of infrastructure as an impediment to growth and the difficulty in obtaining financing. The authors note that the important question is whether a country should expand its public investment; to explore the issue of the productivity of public infrastructure, they conducted a study of 48 advanced and developing nations during the period 1960-2001. They found that, overall, public investment has a positive effect on growth; however, the higher the levels of public capital stock, the growth effect of additional capital stock diminishes. In advanced economies with very high levels of public capital stock, the growth effect is close to zero, with public investment being used more as a demand management tool to counter the business cycle. Their study finds that for developing economies, the payoff is greater but accrues over a longer period of time.

3-38/ES

THE OBAMA DOCTRINE DEFINED

By Douglas J Feith and Seth Cropsey

Commentary, Vol. 132, No. 1, Jul/Aug 2011, pp. 11-19.

The criticism has some validity, but it misses an important point: the administration's approach has logic and coherence in the service of strategic considerations that extend far beyond Libya. America has much to apologize for, including failure to understand others, refusal to defer sufficiently to others, selfishness in pursuing U.S. interests as opposed to global interests, and showing far too much concern for U.S. sovereignty, independence, and freedom of action.

3-39/ES

WHAT'S YOUR SOCIAL MEDIA STRATEGY?

By James H. Wilson and others.

Harvard Business Review, Vol. 89, No. 7/8 July/August 2011, pp. 23-25.

The article discusses four social-media strategies used by corporations, as gleaned from an analysis of over 1,100 companies. Some firms such as consumer-products maker Clorox restrict their use of social media to a specific function, virtual research and development in Clorox's case. Car maker Ford Motor Company devised a social-media campaign to promote its Fiesta automobile that involved providing loaner cars to 100 people with large social-media followings. Commentary is also provided on the social-media efforts of computer-storage manufacturer EMC and network-equipment maker Cisco.

U.S. SOCIETY AND VALUES

3-40/SV

THE ETHICS OF CULTURAL APPROPRIATION OF IDENTITY IN FICTION: A Writer's Choices in Cross-Cultural Writing

By Stephen Quigley

Writer's Chronicle, March-April 2011.

The author cites bell hooks, Garrett Hongo and others in exploring the levels of appropriation of cultural identity in fiction depicting a culture or race other than the writer's own. Where a third-person point of view keeps a distance, the first-person viewpoint results in "complete appropriation of cultural identity." The risks and benefits for the depicted culture must be weighed when a writer appropriates a culture/character. Is the community so depicted harmed or helped? Since law does not protect marginalized cultures, the author argues that a writer is responsible, and must consider the impact his or her portrayal will have on the depicted community.

3-41/SV

THE AMERICANIZATION OF ISLAMISM

By Mohamed Nimer

American Interest, July/August 2011.

America prides itself on being a country of immigrants, and a country of immigrants it certainly is. Yet

over the years pride has had to contend with resentment. In each wave of newcomers there have been some, and often many, who, once their families were established as American citizens, looked askance at more recent arrivals. The Muslim experience in America is not unique as far as the pull of the old world goes, but it is very diverse. Muslims have come to the United States from many different countries and cultures, including those of the Arab world, Iran, Turkey, India, Pakistan, Indonesia, Bangladesh, Central Asia and more besides. Thus they differ markedly from Muslim immigrant populations in Europe, which tend to be more homogeneous in terms of countries of origin (for example, Turks in Germany or Algerians in France).

3-42/SV

THE PAST & FUTURE OF AMERICAN CIVIL RIGHTS

By Douglas S. Massey

Daedalus, Vol. 140, No. 2, Spring 2011, pp. 37-54.

Although American society will not become race-blind anytime soon, the meaning of race is changing, and processes of racial formation now are quite different than those prevailing just two generations ago. Massey puts the present moment in historical perspective by reviewing progress toward racial equality through successive historical epochs, from the colonial era to the age of Obama. He ends by exploring the contours of racial formation in the United States today, outlining a program for a new civil rights movement in the twenty-first century.

3-43/SV

RACE & INHERITANCE IN BARACK OBAMA'S DREAMS FROM MY FATHER

By Glenda R. Carpio

Daedalus, Vol. 140, No. 1, Winter 2011, pp. 79-89.

When and how did Barack Obama's now well-known "'hope'" mantra take shape? Carpio's essay explores this question through close readings of key passages from Obama's autobiography. It is nearly three hundred pages into the autobiography before the phrase "'the audacity of hope'" appears, at the end of the "'Chicago'" section. Obama has just been accepted to Harvard Law School and has yet to take his first trip to Africa to find his paternal family when he hears the phrase from his infamous ex-pastor, Jeremiah Wright. The essay places this moment from the "'Chicago'" section in the context of the entire autobiography to

illuminate why, for Obama, it takes audacity to hope that we can transcend America's history of racial conflict. In the process, the essay reveals Obama's dark view of race relations in America before he became the symbol of a supposedly post-racial America that he is now.

3-44/SV

URBAN PLANTING

By Susan Cosier

Audubon, March-April 2011.

<http://www.audubonmagazine.org/>

Abandoned lots, marginal land and even rooftops in cities across the United States are being turned into small scale farms to supply urban dwellers, farmers markets and restaurants with local produce. City Farm in Chicago, Illinois, Slicker Farm in Oakland, California, and the Garden Resource Program in Detroit, Michigan are three such enterprises. Urban farms may be less efficient than huge factory farms, but may also be more sustainable because of their much smaller carbon footprint. More importantly, urban agriculture brings healthy food to low-income communities where it is harder to obtain and more expensive than unhealthy fast food.

3-45/SV

WILL WE BE ABLE TO MAINTAIN & REPLACE OUR ENERGY & TRANSPORTATION INFRASTRUCTURE IN A POST-PEAK OIL WORLD?

By Jeffrey Brown

ASPO-USA, April 4, 2011.

The author, an independent petroleum geologist, notes that developed countries worldwide are facing huge costs associated with maintaining and replacing aging infrastructure. This will entail a large expenditure of resources and energy, chiefly petroleum, but Brown, who has extensively documented an ongoing and accelerating trend in the decline of global oil exports, believes that large-scale maintenance and replacement is unlikely to happen. In an energy- and resource-constrained future, Brown states that "what can't be funded and maintained won't be funded and maintained" – already, many local governments in the U.S. are turning paved county roads back into gravel because they can't afford the upkeep. Natural disasters, such as the earthquake and tsunami that recently hit Japan and the hurricanes that struck the U.S. Gulf Coast in 2005, will only aggravate the problem. He

believes that the U.S. will eventually be forced to conduct "triage" on its infrastructure; however, no serious discussion of this possibility is taking place, as most government planners are still working on the assumption of future increases in automobile traffic.

VIDEO ALERT

The following videos are available in the "Information, Research and Communication Unit in the U.S. Embassy, Islamabad.

For more information, please call at 051-2082786

ABOUT A SON

Kurt Cobain (Actor) and others

DVD, 96 minutes, 2008.

Kurt Cobain was deeply suspicious of journalists, but he trusted Rolling Stone's Michael Azerrad enough to give him unprecedented access during the writing of the book *Come As You Are: The Story of Nirvana*. Consisting entirely of Cobain's never-before-heard musings and recollections recorded by Azerrad and laid on top of newly shot footage of the places that he lived, *Kurt Cobain: About A Son* offers an intimate portrait of the rocker's troubled formative years and meteoric rise to stardom. The result is the story of one of rock's greatest icons as it's never been told before.

CROSSROADS CAFÉ

DVD, 30 minutes, 2007.

Crossroads Café is a "dramedy" - both drama and comedy -26 compelling episodes centered around six likable characters and a neighborhood café. Crossroads Café is a warm, friendly spot in the city where many paths cross. It's a familiar kind of place where people similar to many ESL learners experience the humor and pathos of everyday life, meet challenges, face obstacles, aspire, achieve...and continually learn about themselves and others as their lives intersect.

GROWING UP ONLINE

DVD, 60 minutes, Films.com, 2008.

This documentary looks at the impact of the Internet on adolescence through the eyes of teens and their parents. The film takes viewers into the private worlds kids are creating online, from kids who are harassed and bullied, to kids whose only friends are on-line, to those kids who are celebrities on YouTube. FRONT-

LINE explores the complicated new lines being drawn between the real and virtual worlds for today's children and for their parents.

KICK LIKE A GIRL

DVD, 25 minutes, 2008.

<http://kicklikeagirl.com>

Kick Like a Girl is the story of the Mighty Cheetahs, a Salt Lake City girls' soccer team that seemingly couldn't lose. After two undefeated seasons against girls' soccer teams their age and older, Utah's Mighty Cheetahs are about to take on a new challenge: boys. Cheetahs coach Jenny Mackenzie chronicles the adventures of these third-grade underdogs as they set out to prove their game skills and overcome the skepticism of opponents and parents in the inspiring family documentary Kick Like a Girl.

WE ARE THE WORLD: The Story Behind The Song

DVD, 54 minutes, 2005.

A dream that became a song, an event, and a worldwide movement! See the making of a miracle as 45 of the biggest names in American popular music combine to record a song to help alleviate the suffering of starving millions in Africa and America. Narrated by Jane Fonda, this program provides a behind-the-scenes look at the night of January 28, 1985, to provide more than a moving collection of words, pictures and music; it's a living piece of history.

BOOK ALERT

The following books are available in the "Lincoln Corner Islamabad at the International Islamic University, Islamabad. For more information, please call at 051-9257996.

BETTER POWERPOINT (R): Quick Fixes

Based on How Your Audience Thinks

By Stephen M. Kosslyn

Oxford University Press, USA; 1 edition, September 2010.

BUILDING TRUST IN GOVERNMENT: Innovations in Governance Reform in Asia

By G. Shabbir Cheema

United Nations University Press (July 6, 2010).

GAMING THE WORLD: How Sports are Reshaping Global Politics and Culture

By Andrei S. Markovits

Princeton University Press, June 2010.

GLOBAL GOOD SAMARITANS : human rights as foreign policy

By Alison Brysk

Oxford ; New York : Oxford University Press, 2009 .

DIGITAL ORIGINS OF DICTATORSHIP AND DEMOCRACY : information technology and political Islam

By Philip N. Howard

Oxford; New York : Oxford University Press, 2010.

ENERGY AND SECURITY IN SOUTH ASIA: Cooperation or Conflict?

By Dr. Charles K. Ebinger

Brookings Institution Press, February 2011.

WHAT A PRESIDENT SHOULD KNOW: An Insider's View on How to Succeed in the Oval Office

By Lawrence B. Lindsey and others

Rowman & Littlefield Publishers, Inc. January 2008.

WIKI GOVERNMENT: How Technology Can Make Government Better, Democracy Stronger, and Citizens More Powerful

By Beth Simone Noveck

Brookings Institution Press, November 2010.